



Academic Program Review

Progress Report

SCBTM

Faculty: John Molson School of Business

Department: Supply Chain and Business Technology Management (SCBTM)

Year of Review: 2017

Implementation Plan Date: N/A

Progress Report Due Date: December 19, 2025

As part of the academic program review process and to report back to the Vice-Provost, Innovation in Teaching and Learning on the status of the recommendations brought forward in the Dean's Implementation Plan, the Department of SCBTM encloses the Progress Report detailing the status of the recommendations and other efforts towards continuous improvement.

In signing this document, the Chair confirms that this Progress Report has been presented to their Departmental Assembly (or its equivalent) prior to submission to the Faculty Dean.

Signed,

Rustam Vahidov

October 17, 2025

NAME

Department/Unit Chair

Date

Instructions

The Progress Report is an opportunity for your Department to highlight efforts and achievements in operationalizing the Dean's Implementation Plan. It also prompts reflection and encourages continuous improvement within the Department. The outcomes of the Progress Report provide essential information and guidance for the Department's future academic program reviews.

The report is divided into five sections:

- In Section I: Recommendations, for each recommendation indicate the status (as of the Progress Report date) whether they have been Fully, Partially, or Not implemented and as applicable, briefly describe the impact of change, the progress and/or next steps.
- In Section II: Reviewing Enrolment and Student Data, the Department has an opportunity to explore their enrolment data from the last five academic years to determine whether their programs have seen growth, stability, or a decline.
- In Section III: Developments, Innovations, and Improvements, take an opportunity to outline any significant developments, innovations and/or improvements to your programs or the Department since your last academic program review.
- In Section IV: Continuous Improvement, the Department is invited to briefly outline Department's reflection on its overall strengths and areas of concern, its programs, enrolment, and/or curriculum, and how progress will be monitored.
- In Section V: Emergent Issues and/or Noteworthy Trends, the Department should reflect on and explore issues or trends which have had or may have an impact, whether positive or negative, on the Department, programs, enrolment, and/or curriculum.

For new programs (less than five years old): the Department is invited to critically evaluate and review the initial administration and resourcing of the program. This includes identifying gaps in current practices in addition to highlighting early achievements or successes of the program.

Length: Minimally, the report should be at least five pages excluding the cover page, instructions, and Section I (and appendices, if applicable). Answers should be honest, succinct, and complete.

Submission of report: Once the Progress Report has been approved by the Departmental Assembly (or its equivalent) the signed report must be submitted by the Department/Unit Chair to the Faculty Dean who then sends it to the Program Review Lead (program.review@concordia.ca).

Appendices: The Department/Unit Chair may include appendices for the Progress Report. For example, if additional data was consulted it must be included as an appendix.

Section I: Recommendations from Dean's Implementation Plan

Recommendation #1: Conduct a robust environmental scan to support ongoing curriculum development.

Status of recommendation implementation (Fully, Partially, Not): Fully implemented

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

This was by far the most crucial recommendation and a big challenge for the entire department. As a result of this major overhaul, all of the department's programs have been affected to various degrees. We had to delay or postpone implementation of some other recommendations to address this one urgently.

The Department successfully completed a comprehensive environmental scan of its two undergraduate majors — Business Technology Management (BTM) and Supply Chain Operations Management (SCOM) — during Winter and Spring 2024. The process was led by dedicated curriculum revision committees in each area, working closely with the University's educational specialists.

With institutional support, alumni surveys were administered to gather feedback on program relevance, course content, and employability outcomes. In parallel, benchmarking analyses were conducted of comparable programs at other universities, and consultations were held with industry representatives to assess evolving skill requirements and market trends.

The findings revealed the need for significant curriculum renewal in both majors. Based on the evidence collected, the committees drafted and prioritized program changes, including course deletions, content realignment, and the introduction of new courses better aligned with emerging technologies and industry practices.

Progress (for Partially implemented recommendations): N/A

What specific actions have been taken?

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

Recommendation #2: Address the overloads problem holistically before adding resources.

Status of recommendation implementation (Fully, Partially, Not): Fully Implemented

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

Following the UAC's recommendation, the Department took action to resolve workload and resource pressures stemming from rapid program growth. Since the last appraisal, two additional tenure-track faculty members have been hired, and the Department has expanded its network of qualified part-time instructors to support course delivery and reduce teaching overloads.

In light of the above and considering the recent stabilization and modest declines in student enrolments (in particular in the Supply Chain Operations Management major), the department no longer faces the issue of overload.

Progress (for Partially implemented recommendations):

What specific actions have been taken?

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Recommendation #3: Develop a strategic hiring plan for faculty and staff in consultation with the Dean.

Status of recommendation implementation (Fully, Partially, Not): Fully Implemented

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

Each year, the Department prepares a three-year rolling hiring plan, in alignment with JMSB's established planning cycle and in coordination with the Dean's office. The plan provides a comprehensive overview of student enrolment trends, anticipated faculty retirements, upcoming or revised program needs, and recommended hiring priorities for both tenure-track and part-time positions. This approach ensures that staffing decisions are proactive, data-driven, and aligned with long-term program development goals.

The strategic hiring plan is reviewed and updated annually, allowing the Department to remain responsive to changing enrolments, emerging areas of specialization, and the evolving needs of its programs.

Progress (for Partially implemented recommendations):

What specific actions have been taken?

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

Recommendation #4: Streamline the MSCM admission process especially regarding acceptance and visa applications for international students.

Status of recommendation implementation (Fully, Partially, Not): Not Implemented

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

Progress (for Partially implemented recommendations):

What specific actions have been taken?

This recommendation has not yet been fully implemented, primarily due to the Department's prioritization of the major curriculum revision initiatives for the BTM and SCOM undergraduate programs. These large-scale projects required significant faculty and administrative attention throughout 2023–2024. Additionally, external factors beyond the Department's control have complicated the visa process for international applicants. Political uncertainties, evolving federal immigration policies, and provincial government restrictions affecting international student recruitment have collectively contributed to persistent delays and unpredictability in visa issuance. As a result, the Department has deferred detailed discussions on admission process adjustments until the policy environment becomes more stable.

However, the admission process has been streamlined at the JMSB level. The Graduate Admissions Office, led by the Associate Dean of Research and Impact, removed the GMAT requirement for qualified applicants who completed their studies at a Canadian university. This change has increased application volume and accelerated acceptance decisions.

The Department plans to revisit this recommendation in Winter 2026. The Department will work with the Graduate Program Director (GPD) and the Associate Dean's Office to identify process improvements and propose measures to streamline acceptance timelines and applicant communication.

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

Recommendation #5: Establish a shared understanding of what level of faculty performance is expected in terms of research, services, and teaching to get tenure and/or promotion.

Status of recommendation implementation (Fully, Partially, Not): Not Implemented

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

Progress (for Partially implemented recommendations):

What specific actions have been taken?

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

This recommendation has not yet been implemented due to its complex and cross-cutting nature. The Department encompasses three distinct academic areas: Supply Chain Management, Business Technology Management, and Data Analytics, each with different disciplinary traditions, research outlets, and pedagogical expectations. Establishing a unified framework for performance expectations across these areas requires careful coordination within the Department and across the School.

In addition, the school is currently exploring the adoption of the Declaration on Research Assessment (DORA), which would entail significant adjustments to how research and scholarly contributions are evaluated in tenure and promotion processes. As these institutional discussions are ongoing, the Department has elected to take a strategic pause until a clearer, school-wide framework for assessing faculty performance is established. This approach will ensure that departmental expectations are fully aligned with the school's evolving criteria and with best practices in equitable and transparent research assessment.

Recommendation #6: Improve student awareness about BTM and the purpose of its curriculum.

Status of recommendation implementation (Fully, Partially, Not): Fully Implemented

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

The Department has fully implemented a comprehensive revision of the BTM major and minor curricula to enhance clarity, alignment, and student understanding of program goals and career

pathways. To reflect the growing importance of emerging digital technologies, the new curriculum introduces a required course titled “Artificial Intelligence in Business”, ensuring all students gain familiarity with AI applications in contemporary business contexts. The program has also been restructured to increase flexibility and student choice. Elective options have expanded from four to seven, allowing students to build tailored specializations in high-demand areas such as user experience, project management, digital innovation, and cybersecurity. Course titles have been updated to more clearly convey the relevance and application of each subject, making the program more appealing and understandable to prospective students. Once the program changes are fully approved the department will use the website to better communicate the essence of the BTM program and the different paths students can choose to prepare for their career. We will also actively use open house events to promote and describe our BTM program through presentations and face-to-face interactions.

In addition, significant progress has been made in increasing awareness around the Business Technology Management (BTM) field, particularly through the revision of COMM 226 at JMSB that all business students have to take. The updated course content better reflects current industry trends and academic insights, which has not only enriched the student learning experience but also served as an effective tool in motivating students to consider BTM as their major.

Progress (for Partially implemented recommendations):

What specific actions have been taken?

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.

Recommendation #7: Develop a digital learning plan in consultation with the Dean.

Status of recommendation implementation (Fully, Partially, Not): Partially Implemented

Impact of change (for Fully implemented recommendations):

Summarize the main contributions of this recommendation to your Department)

Progress (for Partially implemented recommendations):

What specific actions have been taken?

The Department has reviewed its computational and digital infrastructure needs in light of the UAC's comments. It was determined that the existing computer labs are sufficient to meet current instructional needs. Two labs are already configured for remote access, providing students with flexible availability of the necessary software and hardware resources.

To further enhance accessibility and efficiency, the Department has been transitioning toward open-source and cloud-based solutions, which provide robust analytical and computing capabilities without the need for additional physical infrastructure.

We initiated the integration of one of the leading cloud service providers into our BTM program to enhance its relevance and ensure it keeps pace with rapid technological advancements. After evaluating Microsoft, Google, and AWS, we began detailed planning for the implementation. Following a meeting with the AWS team, we received guidance on integrating our learning system with theirs. AWS offers free courses and lab environments for both students and faculty, and we plan to incorporate these valuable resources into several of our courses.

Given the tight budgetary environment and the shortage of physical space, the Department does not plan to establish a new lab in the near term. Instead, the emphasis will be on expanding the use of virtual tools and cloud platforms that support teaching.

Next Steps (for recommendations that have not been implemented within the proposed timeline):

Please provide a rationale and as applicable, outline a plan to achieve implementation.
